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CHULA VISTA SERVES

2011 Service Plan



CHULA VISTA
SERVES



**CITIES OF
SERVICE**
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Message from the Mayor



Dear Friends,

Enhancing Our Community Spirit

Service to the community is important to me. I grew up in a military family, so I learned early in life about giving back to your country and community. We can nurture this spirit in Chula Vista to make our city a better place to live. That is why I was delighted to learn in the summer of 2010 that Chula Vista was awarded one of 20 Cities of Service Leadership Grant to create a high-impact service plan.

In the first two years as a City of Service, we will complete three campaigns – Graduation Works!, Community Health Connection and Centennial Year of Service. These campaigns will create measurable progress against some of our pressing local challenges.

Graduation Works! focuses on encouraging more students to graduate from high school, ready for college and careers.

Community Health Connection will engage residents to take action towards building healthy lifestyles and creating cleaner, safer and healthier neighborhoods.

The Centennial Year of Service, will increase the capacity of our local volunteer corps, emphasize team work and greater involvement in community building and improvement.

Several “Service Strategies”, Impact Service Strategies and Infrastructure Strategies, will support these campaigns - a multi-pronged approach to fulfill needs in our community. Chula Vista has a great opportunity to affect positive change through our own actions. By helping one another, by showing up, by reaching out, we can watch our city transform in front of us into a community designed around “Service to One Another.”

When I announced our city was designated as one of the Cities of Service Leadership Cities, I said, “Our ability to make lasting change through service is invaluable to the long-term success of our city – we all have a stake in our future. Volunteering creates a more caring community”.

As we move forward, strengthening our community and looking forward to the next hundred years, I know the impact of our efforts will be felt. We are the key factor in making a stronger and healthier community.

Sincerely,



Mayor Cheryl Cox

Service

Inspire,
Share,
Connect

“The best way to find yourself is to lose yourself in the service of others.”

— *MOHANDAS GANDHI*

“In every community, there is work to be done. In every nation, there are wounds to heal. In every heart, there is the power to do it.”

— *MARIANNE WILLIAMSON*

“To volunteer is to choose to act in recognition of a need, with an attitude of social responsibility and without concern for monetary profit, going beyond one’s basic obligations. Volunteer involvement is crucial to a functioning democracy – volunteers mobilize energy to shape neighborhoods, government, institutions, professions, and social events. Volunteers have pioneered social change from colonial days to the present. From historical mass movements for abolition, women’s suffrage, and civil rights to modern movements for AIDS awareness, reproductive rights campaigns, and international relief efforts. Throughout America’s history, groups have continually arisen in response to current events, social problems, and community needs that volunteers are usually the first to identify.”¹

BY THE PEOPLE A HISTORY OF AMERICANS AS VOLUNTEERS

— *SUSAN J. ELLIS AND KATHERINE H. CAMPBELL*

Serve America Act

In April 2009, President Obama signed the Edward M. Kennedy Serve America Act (“The Serve America Act”), historic legislation dramatically expanding federal support for service. The Serve America Act provides tens of thousands of additional Americans the opportunity to spend a year serving their communities through national service programs. International service opportunities are being improved and expanded. Around the nation, all volunteers are encouraged to roll up their sleeves and address their community’s most pressing challenges. The goal is substantial: to engage more than 100 million people in service by the year 2020.²



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Executive Summary

Cities of Service was founded in September 2009 by New York Mayor Michael Bloomberg and 16 other founding mayors in response to the President's call to mobilize millions of Americans to volunteer service. Only 20 cities nationwide are recipients of the highly-competitive Cities of Service Leadership Grant, and Chula Vista is one of three cities in California to be given this award. As a proud recipient of this grant, Chula Vista hired a Chief Service Officer (CSO) to lead civic engagement efforts. Chula Vista is now part of a national movement that strategically engages volunteers to directly solve pressing community challenges.

As the new CSO, Wanda Bailey has been leading a planning process to develop and implement a comprehensive, citywide service plan to increase strategic, solution-based resident engagement. She convened experts in the service sector, community stakeholders and conducted surveys and assessments of existing service levels to identify collaborative partnerships to strengthen the impact of local volunteerism. The culmination of this process was the development of **Chula Vista Serves** and its accompanying **Service Plan**.

Chula Vista Serves is a series of campaigns designed to promote strategic volunteerism with the goals of increasing civic engagement by residents and aligning volunteers with existing and new service opportunities to impact important community needs within Chula Vista. Through the creation of systems and partnerships that address a small number of identified issue areas, lessons will be learned regarding how to engage the community in new, effective, and efficient ways with the goal of: Leveraging the work of many existing groups and organizations, focusing efforts and raising awareness of an issue area, thereby creating a combined impact that is greater than the sum of individual efforts.

To begin, the project will focus on developing strategic volunteer efforts in the areas of education and community wellness. Specifically, the plan is focused on implementing service strategies to help increase graduation rates as well lower chronic disease/obesity rates. These two areas were identified as critical community needs that if reversed, will have a long term impact on the well being of our community. Chula Vista Serves' campaigns support Chula Vista to be a vital community that is:



- » Educated & Prepared
- » Healthy & Active
- » Connected- Willing & Able to Serve One Another

The following is a summary of the Campaigns and Service Strategies to support Chula Vista to be a vital community:

Graduation Works! Campaign

The **Graduation Works! Campaign** will focus on four Service Strategies to improve graduation outcomes in Chula Vista and address the priority need to foster a vital community that is *educated and prepared*.

Service Strategies:

- » Graduation Coaches
- » Classroom Opportunities
- » Mentoring Opportunities
- » Graduation Dialogue

Community Health Connection Campaign

Since vital communities are *healthy and active*, Chula Vista's other priority need area is health and wellness – in the form of access to services, prevention of chronic diseases, and reduction of obesity levels. The **Community Health Connection Campaign** will focus on a **Service Strategy** that will engage volunteers to help connect residents with available resources, as well as create innovative strategies to address the health and well being of our residents. Plans are underway to create a **Community Volunteer Corps** that will create and operate programming focused on encouraging and supporting residents to engage in healthy lifestyles/behaviors as well as develop projects that would support these same priorities.

Centennial Year of Service Campaign

Since vital communities are *connected*, effective volunteer engagement will be fostered through the Centennial Year of Service campaign, in which residents will be challenged to serve through existing opportunities and new opportunities, such as “Love Your Block”, and organizations that lead volunteers will be supported to effectively engage volunteers.

Service Strategies:

- » 100 Minutes of Service
- » Chula Vista Serves Website
- » Love Your Block
- » CV LIVE

All *Cities of Service* efforts are characterized by a concept called “impact volunteering” – volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress. These service efforts are also unique in that they rely on cross sector collaboration and the leadership of a City's Mayor. Ultimately, the potential impact of Chula Vista Serves, its campaigns and strategies, is to support the culture of service in our community, resulting in this powerful change: When Chula Vista residents meet one another for the first time, instead of asking the usual question, “Where to you work?” they will ask each other, “Where do you serve?”



Introduction

Cities of Service

Cities of Service

About Cities of Service

Founded in New York City on September 10, 2009 by 17 mayors from cities around the nation, Cities of Service is a bipartisan coalition of mayors who have committed to work together to engage citizens in a multi-year effort to address pressing city needs through impact volunteerism. The coalition has rapidly grown since its inception and now includes more than 100 mayors, representing more than 49 million Americans across the nation.

American cities face serious challenges, and many mayors want to take advantage of every resource available to them – including the time and energy of public-spirited residents — to address those challenges. But in cities across America today, citizen service is often an underutilized or inefficiently utilized strategy by municipal governments. Cities of Service supports mayors to leverage citizen service strategies, addressing local needs and making government more effective.

All Cities of Service efforts are characterized by a concept called “impact volunteering” – volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress.

In June 2010, the City of Chula Vista was one of ten cities to receive a *Cities of Service Leadership Grant*. Funded jointly by Bloomberg Philanthropies and the Rockefeller Foundation, the two-year grants enable cities to hire Chief Service Officers responsible for developing and implementing high-impact service plans.

Cities of Service Methodology

In addition to funding, all *Cities of Service Leadership Grant* recipients receive technical assistance and support from Cities of Service to develop high-impact service plans. Much of this support follows a methodology outlined in the *Cities of Service Playbook*.¹

Like all *Cities of Service Leadership Grant* recipients, Chula Vista first conducted a landscape analysis to identify both the specific challenges the city would address through service and the resources and opportunities available to support the effort. This landscape analysis included:

- » Focus groups with key stakeholders, including representatives from city agencies, nonprofit organizations, colleges and universities, local businesses, and foundations;
- » Expert interviews with local and national leaders, including Chief Service Officers from cities across the nation; and
- » Surveys of volunteer-using nonprofit organizations, city agencies, and K-12 schools.

After completing the landscape analysis, Chula Vista developed a unique set of Cities of Service initiatives: “Impact Service Initiatives” to address specific challenges in the City’s priority need areas and “Infrastructure Initiatives” to address cross-cutting service challenges. Next, the City developed metrics to gauge the progress of each initiative and operational plans for implementation.

¹ The Cities of Service Playbook is available for download at citiesofservice.org

Chula Vista Serves

Findings from Landscape Analysis

Through focus groups, surveys, interviews with community leaders, and reviewing of existing research, two areas were identified as critical community needs that if reversed, will have a long term impact on the well-being of our community. These areas are **education** and **health & wellness**. More information about the specific challenges in these two issue areas will be addressed in the following sections of the plan.

Many local residents and community leaders were involved in the gathering of the data. Over 3000 surveys were sent to residents (including a Spanish language option) and 257 surveys were sent to organizations. Meetings were held with a variety of people in a variety of sectors. In the focus groups alone, 30 individuals representing 21 organizations offered their input and knowledge. Much appreciation is extended to all participants for the gift of their time and their thoughtful ideas.

To address each identified community challenge, specific campaigns will be launched during the upcoming year – each campaign composed of a variety of strategies. The purpose of these campaigns is to leverage volunteer service to address pressing local challenges while bringing attention to the issues, stimulating dialogue and participation, elevating existing service opportunities that focus on the need, and creating additional opportunities for residents to get involved to help. Campaign strategies are purposefully designed to focus precious volunteer human resources in effective, efficient, and impactful ways. The purpose of Cities of Service and

Chula Vista Serves is to promote impact volunteering – not just simply increase volunteering. It is not enough to engage thousands of volunteers. The question will always be: “What change will we produce as a City of Service?” This question will ensure that our human resources are used wisely and efficiently. More importantly, it will ensure that the needs of volunteers (as stated in their survey responses) will be addressed: Volunteers want to know that they are making an impact.

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Overall Goal

Chula Vista Serves offers a high impact, citywide service plan to engage residents in meeting community needs by capitalizing on our already rich history of service and increasing our residents’ ability to help one another. This plan and the design of the campaigns and strategies will accomplish the following:

- » Increase strategic, solution-based resident engagement that will impact pressing local challenges and contributes to the long-term success of our city
- » Elevate service as a meaningful strategy to meet real community needs

- » Develop the culture of service in our community, leveraging the Office of the Mayor
- » Enhance existing programs and fill gaps in services - Avoiding duplication of effort and creating leverage wherever possible
- » Form and support partnerships between local service providers and city departments when possible
- » Invite all sectors of the community to participate – government, nonprofit, business, faith, community groups, and military, etc., with the goal of creating lasting, meaningful change

As we celebrate our city's Centennial, we are reminded that Chula Vista is a city with many strengths and assets. In addition, we face many problems and challenges. The following plan is not meant to address all of the chal-

lenges we face, but to foster and elevate service as a viable strategy to meet community needs. By creating systems and partnerships that address a small number of identified issue areas, we can learn how to engage the community in new, effective, and efficient ways that leverage the amazing work of many existing groups and organizations, focus our efforts, raise awareness of an issue area, thereby creating a combined impact that is greater than all of our individual efforts. We are a caring community that is willing to serve. The City's one hundred year history proves that. The plan for Chula Vista Serves will support this caring spirit and be a significant building block as we build our community of the next one hundred years.



Priority Need

Vital Communities are Educated & Prepared

Challenge

Graduation Rates of Our Residents

One of Chula Vista's challenges is the number of residents who have not received high school diplomas and the number of students who do not complete their high school education. According to the California Department of Education's Educational Demographics Office ⁴, the high school graduation rate for Chula Vista is 86%. 19.5% of Chula Vista residents, age 25 and older, do not have a high school diploma (American Community Survey data). ⁵

As a member of the California Mayors Education Roundtable, Mayor Cox receives data that quantifies that an alarming number of students are unchallenged, unclear about the relevance of school, and deeply concerned about their post high school prospects.

Students who understand the link between high school success and careers are more likely to graduate. (Source: Connect Ed, The California Center for College and Career).

⁶ In addition, students who have the support of parents and/or a caring adult are also more likely to graduate. (Source: Harvard Family Research Project, "Family Involvement Makes a Difference in School Success"). ⁷ Research has also shown a gap in parental involvement for several reasons. Local parents are busy providing for their families (the median commute time is almost an hour a day), they are not always comfortable in the school setting (31% were not raised themselves in the American school system), there can be language barriers (46% of families primary language is Spanish). ⁵ Families need more support to balance the stressors they already feel.

The further ramification of the lack of preparedness of graduates is felt in the business community. Those looking to hire report that local graduates lack job readiness skills. We also see changes in our job market and are learning that tomorrow's jobs will require more than a high school diploma.

There is a tremendous economic impact on a community when its residents don't graduate. According to the Alliance for Excellent Education, moving 1,000 students to graduate from high school, these new graduates would likely:

- » Earn \$17 million in additional earnings each year
- » Spend an additional 1.3 million each year purchasing vehicles and spend \$56 million more than they would have spent without diplomas on purchasing homes by the midpoint of their careers, and
- » Support 110 new jobs in the region, increase the gross regional product by \$21 million, and pour an additional \$2.4 million annually into state and local coffers ⁸

In conclusion, as a community, we must focus on increasing high school graduation rates and more effectively preparing students for careers after high school. There must be a more accessible form of support for students and the link that school now affects life opportunities. This campaign will be called Graduation Works! and is comprised of four Service Strategies addressed in the following section, Campaigns and Service Strategies.

Campaigns and Impact Service Strategies

Graduation Works! Campaign

Graduation Works! Campaign focuses on four Service Strategies to improve graduation outcomes in Chula Vista and address the priority need to foster a vital community that is educated and prepared. Graduation rates and closing the gap between parent and caring adult engagement are the main targets. Through these Service Strategies, parents and caring adults will be more effectively involved in the success of the community's young people. Furthermore, students will have an increased commitment to attending, staying in school, and ultimately graduating from high school. Students will recognize the link between learning and future career opportunities thereby choosing to remain in school.

1. Graduation Coaches Service Strategy

Encouraging our community's adults to volunteer as "Graduation Coaches" will increase awareness and abil-

ity of caring adults to effectively support our young people to graduate. Adults—including formal mentors, employers, family members, neighbors, and others—play an important role in helping youth to stay motivated to achieve educationally. Modeled after Philadelphia's Graduation Coaches program, community volunteers will be trained to teach the Graduation Coach curriculum, and will train adults to support the young people in their lives more effectively. A volunteer team will assist in soliciting host groups/sites, focusing particularly on businesses, nonprofits, faith communities, and civic groups. Approximately 50 groups/sites will be asked to commit to hosting a minimum of 5 workshops. Another volunteer team will assist with outreach to parents and other caring adults.

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Graduation Coaches	Need for increased parent/caring adult involvement in the lives of students to encourage them to graduate	May 2011	5,000 Trained Coaches helping at least as many students to graduate	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	Office of the Mayor; Volunteer Leadership; Business Partners; Various Host Groups

As part of the Graduation Coach Strategy, volunteer coaches commit to having key conversations with a young person to help him or her make plans to succeed in high school, college, and careers. The Graduation Coach Strategy builds upon existing efforts and highlights an opportunity for all residents to get involved.

2. Classroom Opportunities Service Strategy

Linked Learning transforms students’ high school experience by bringing together strong academics, demanding career and technical education, and real-world experience to help students gain an advantage in high school, postsecondary education, and careers. According to the California Center for College and Career, there is growing evidence that a Linked Learning strategy will improve student outcomes. For example: data from California’s Partnership Academies show that students had higher passing rates of the High School Exit Exam in their sophomore year, higher completion rates for challenging academics that prepare them to apply to the state’s universities, and **higher high school graduation rates**.⁶ The goal of the Classroom Opportunities Service Strategy is to engage community volunteers to help bring the

connections between school and work into the classroom - inspiring students to complete high school.

This Service Strategy will implement Junior Achievement’s curriculum in at least one classroom in each of our local middle and high schools, significantly expanding their presence in our community. Students will be taught the connection between business, economics and ethics, and their acquisition of their future career choices and job skills. Community volunteers that present the curriculum and real world perspective will serve as exemplary mentors. They will positively influence students’ commitments to complete their education, increase their work readiness, and help them become productive, contributing members of society.

Junior Achievement has proven results. Third party, independent evaluators have shown that Junior Achievement (JA) has a beneficial impact on students’ attitudes and knowledge base, which they take with them into the adult world of work and personal responsibility. 84% of JA Alumni report that JA enabled them to connect what they learned in the classroom to real life. 67% of JA Alumni say that JA made them realize the importance of staying in school.⁹

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Classroom Opportunities	Need for students to link learning to future work opportunities so they will be motivated to graduate	April 2011	Pre and post surveys of students will show an increased commitment to graduate. 500 students will experience the curriculum	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	Junior Achievement; Various businesses

To pursue this strategy in the first year of Chula Vista Serves, thirty volunteers (two in one classroom per school) will be recruited to implement the curriculum in partnership with the teacher. In addition, fifteen parent volunteers will be recruited to assist (one in each classroom). These volunteers will be provided training, support, and materials in order to effectively share their enthusiasm and life experience with students, as well as cover topics that are important for students, such as economics, business curricula, entrepreneurship, financial literacy, and work readiness. The dynamic interaction between the volunteers and students will promote active learning and bring theory to life.

In addition, recruited businesses will be matched to students who receive the opportunity to visit the business, job shadow, and interview employees. This is another way in which students will be given real life career experience and information so they can see the link between what they are learning in school and future opportunities.

3. Mentoring Opportunities Service Strategy

According to the National Mentoring Partnership, mentored youth have better attendance, a better chance

of going on to higher education, and better attitudes toward school.¹⁰ One-on-one mentoring opportunities will be promoted and expanded through existing mentoring programs and the Chula Vista Serves website/ outreach efforts. The community will be challenged to increase the number of mentors serving our community’s youth.

Through this strategy, volunteer mentors will meet with their mentee 2-4 times a month for a one year commitment. Together, the matched pair will pursue outings based on their interests, such as playing sports together, hiking, reading books, or going out to eat. The mentor will be a consistent figure in the life of the young person, giving advice and inspiration, sharing experiences, and sharing similarities, as well as differences, which allows the mentee to identify with the mentor or learn from those differences.

Programs like Big Brothers Big Sisters have been shown to impact lives with proven results: According to a Public/Private Ventures impact study (2007) 11, BBBS School-Based Mentoring demonstrates eight positive academic outcomes in the first year as a result of the mentoring match which include:

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Mentoring Opportunities	Need to decrease risk behaviors that lead to dropping out of school	April 2011	200 new mentors recruited; Reduction in waiting lists by 50%; and 100% increase in number of students with mentors who have a graduation plan	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	Metro United Methodist Urban Ministry; Big Brothers, Big Sisters; South Bay Community Services, YMCA

- » Overall academic performance
- » Performance in science
- » Written and oral language
- » Quality and number of assignments turned in
- » Lower serious school infractions
- » Scholastic efficacy
- » Reduced truancy

All outcomes contribute to supporting the student to graduate.

4. Graduation Dialogue Service Strategy

The Mayor's Office will convene community volunteer leaders from business, government, and education sectors to discuss ways to strengthen students' educational opportunities, through a combination of strategies including community service, education, mentorship and career training to provide future job options for youth, improve classroom performance and increase high school graduation rates. It is anticipated that approximately 100 community leaders will volunteer their time to exchange ideas and strategize how the community can work together on this issue, ultimately creating a leveraged, focused effort resulting in the desired impact.

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Graduation Dialogue	There is a need for collaborative leadership to ensure educational success	Spring 2011	<p>Agreement by attendees regarding the issues and appropriate next action steps</p> <p>New strategies developed and implemented through a commitment by participants to lead and assist as appropriate and able</p>	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	West Ed; Office of the Mayor; Leaders in business, government and education



Priority Need

Vital Communities are Healthy & Active

Challenge

Health Status of Our Residents

One of Chula Vista's priority need areas is health and wellness – in the form of access to services, prevention of chronic diseases, and reduction of obesity levels. According to the County of San Diego Health & Human Services Agency Public Health Services, over 50% of deaths in the County are from diabetes, heart, cancer, and respiratory diseases, all of which are preventable. These diseases create a huge economic burden (over \$4 billion dollars in direct treatment expenditures). Proper nutrition and physical activity are two major lifestyle/behavior choices that have a significant impact on this problem.¹² Encouraging and educating residents to make healthier choices is another way to help address this problem

In the South County region, of which Chula Vista is the largest city:

- » Chronic disease death and medical encounter rates for coronary heart disease, stroke, diabetes, asthma and chronic obstructive pulmonary disease are higher than most other regions in the County.
- » Nearly 60% of South County adults are overweight or obese; a higher rate than almost every other region in the County.

- » South County adults are less likely to have consumed 5 or more servings of fruits and vegetables daily than almost every other region in the County.
- » South County adults are more likely to have poor nutrition than adults in any other region in the County¹³

Focus Group attendees and survey responders report there are existing programs and resources in Chula Vista that can help adults and children improve these results, but residents don't know about them. Access to preventive healthcare is identified as a top priority for our city because residents don't know where to obtain it. Generally, lack of information, lack of communication, and most of all, lack of awareness of all available services is identified as a problem. There is no centralized source for information. For example, if there is a communication center in one community neighborhood, it isn't necessarily extended to the neighboring areas. Volunteers can be a great resource to create innovative strategies that address these issues, streamline access to resources already available and get the word out to the community neighborhoods.

Campaigns and Impact Service Strategies

Community Health Connection

The Community Health Connection Campaign will focus on a Service Strategy that will engage volunteers to help connect residents with available resources as well as create innovative strategies to address residents' health and well being. Encouraging and supporting residents to engage in healthy behaviors such as nutritious eating and physical activity is a way to impact chronic disease/death rates. Residents also need access to preventive health services and information. With the goal of increasing healthy behaviors such as eating healthy food, increasing intake of fruits/vegetables, and increased physical activity, there should be a measurable effect on chronic disease rates and obesity levels beginning in 2012.

1. Community Volunteer Corps Service Strategy

Through a partnership with Friends of Chula Vista Parks and Recreation, various City departments, health and human service providers, and much appreciated funding from CaliforniaVolunteers, plans are underway to create a Community Volunteer Corps that will create and operate programming focused on encouraging and supporting residents to engage in healthy lifestyles/behaviors as well as develop projects that would support these same priorities. The Community Volunteer Corps will lead a comprehensive and sustainable, community involve-

ment campaign to positively impact the health behaviors of residents; encouraging increased physical activity and consumption of nutritious food, with the ultimate impact of reducing chronic disease and obesity rates.

To begin, there will be a planning period from March to November 2011, thanks to a planning grant from CaliforniaVolunteers. An important outcome of this planning process will be to develop a winning proposal for an operating grant to recruit a team of AmeriCorps volunteers who will lead the campaign. During the planning period, the required infrastructure and systems will be developed to ensure a successful proposal and campaign that will engage other volunteers to promote healthy choices as well as develop additional volunteer opportunities in this area – especially youth volunteer opportunities. AmeriCorps volunteers will also help to strengthen existing programs, redevelop programs that have been effective in the past, and develop new programs.

Possible programs include:

The San Diego County Childhood Obesity Initiative has developed a curriculum/model that can be used to encourage youth engagement, **“Youth Engagement and Action for Health (YEAH!)”**. Training has already been received in how to implement this curriculum which

is designed for leaders of youth to guide and engage youth to plan and implement projects designed to create healthier neighborhoods.

In addition to implementing the YEAH curriculum, it is anticipated that AmeriCorps members will help to develop and lead programs such as: **Fun to Be Fit** -- Currently, a free drop-in program that emphasizes aerobic exercise for children. Examples of Fun to be Fit programs are Basketball Fit; Indoor Soccer Fit; Hip to be Fit (dance program); Retro Fit (dodge ball, kick ball, etc); Sports Club (kids vote on which sport they want to play); and Aqua Fun and Fit (noodle races, water polo, and other pool games). Each class includes 1 hour of exercise. The goal is to enhance the Fun to be Fit program to **include thirty additional minutes of nutritional instruction** so that children have an opportunity to enjoy structured physical activity while also learning how to change eating habits. Parents will be provided with culturally sensitive nutrition information with a recipe of the week, including tips on how to find inexpensive, nutritious, simple and child-friendly meals. **Volunteers would be engaged as "homework helpers"** to encourage parents to allow their children to participate in the Fun to Be Fit program.

RecreationRX - A program encouraging physicians to write prescriptions for at risk youth to attend the Fun to Be Fit classes, especially children who are at risk of developing diabetes. The goal is to reach youth at risk of

complications associated with being overweight so they have access to free, fun and engaging programming.

Soda Free Summer Campaign -- to educate and empower children to make healthy choices with regard to their diet and general lifestyle. This campaign will initiate with a survey and registration prior to the end of the school year. Students will pledge not to drink soda, and will track their progress during the 7 weeks of vacation. Participants will be asked to articulate their success in a secondary survey and an essay contest at the conclusion of the program. Prizes will be awarded to essay contest winners, and everyone who finishes the campaign will be invited to a movie night at the pool.

Healthy Options in Neighborhood Stores -- which would encourage nutritious eating by ensuring that fruits and vegetables are available in local, neighborhood stores, such as convenience stores and liquor stores. This program would be created by working in partnership with local business, farmers markets, community groups, etc.

It is anticipated that additional program ideas will be developed through the nine month planning process afforded by the 2011 California Volunteers AmeriCorps Planning Grant. AmeriCorps members will be placed at a variety of sites throughout the community to ensure a focused, comprehensive effort.

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Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Community Volunteer Corps	High chronic disease rates and obesity rates among Chula Vista population	Planning: March 2011 Implementation: January 2012	1 st Step: Successful planning process resulting in the receipt of an AmeriCorps Operational Grant to create a volunteer health campaign, promoting healthy eating and physical activity 2 nd Step: Volunteers engaged in activities that increase physical activity levels and educate residents on healthy eating habits	Ultimate impact - Reduction in deaths from preventable chronic diseases and lower obesity levels	Friends of Chula Vista Parks & Recreation; CaliforniaVolunteers; Various City Departments and Health & Human Service Providers



Cross Cutting Need

Vital Communities are Connected

Challenge

Fostering Effective Volunteer Engagement

Residents of connected communities are *able* and *willing* to serve one another. In order to be *able* to serve, residents need to know where the service opportunities are, how they can help, and be given needed support to help effectively. In order to be *willing* to serve, residents need to know that the investment of their time will make an impact.

Fostering a culture of service and increasing capacity to effectively engage volunteers in meaningful ways will:

- » Address barriers and misunderstandings about volunteering
- » Create more coordinated or leveraged efforts, especially in the areas of promotion and recruitment
- » Develop more structured community service opportunities that have impact
- » Provide high school students with meaningful volunteer opportunities that have impact so they fulfill their service requirements and make a lifelong commitment to service
- » Address the need for networking and training opportunities for organizations that engage volunteers in Chula Vista

- » Provide more resources to effectively manage volunteers, including creating well designed volunteer jobs and addressing liability concerns, as well as, recruit, screen, train, and recognize volunteers
- » Develop commitment and understanding from decision makers and leadership in organizations that engage volunteers or could engage volunteers to invest in their capacity to do so
- » Meet the needs of residents who want to see/understand the impact of their volunteer efforts, use their professional skills when volunteering, volunteer close to home, as well as volunteer with their families whenever possible
- » Make volunteering easier and more satisfying for residents

The Centennial Year provides an opportunity and a new energy to address these needs through a variety of actions such as increasing public awareness of existing service opportunities, creating new service opportunities that meet community needs and build community, and improving our community's capacity to more effectively engage volunteers.

Campaigns and Infrastructure Service Strategies

Centennial Year of Service Campaign

1. 100 Minutes of Service

As we celebrate our centennial year, Chula Vistans can make time to look back at the past, share the present of 2011, and envision our next 100 years. Both individuals and groups can help build for our future now by volunteering their time. Residents who are new to volunteering are challenged to pledge to serve for 100 minutes in the 2011 Centennial Year. Residents who are already engaged in volunteering will be challenged to volunteer an *additional* 100 minutes of service to a new project of their choice during the Centennial Year.

Teaming up with friends, family members, congregations, or service organizations through volunteering can have an impressive impact by cleaning up neighborhoods, removing graffiti, serving a meal, reading to a child, and hundreds of other ways to help organizations and individuals in need.

The 100 Minutes of Service strategy is intended to give residents opportunities to celebrate the Centennial through service. It is expected that existing volunteers will increase their commitment to service and people new to volunteering will experience it and hopefully commit to doing more of it.

As we progress throughout the year, we will promote “Chula Vista Serves” as well as the “Centennial Year of Service” at all events in the city. Residents will learn about service opportunities in their area and will be encouraged to sign up and engage in the community. In particular, service opportunities that support the different priority need areas, as outlined in the service plan, will be promoted.

Chula Vista is a great place to live. We can make it better by making gifts of our time and talents. As a City of Ser-

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
100 Minutes of Service	Increase volunteer engagement and willingness to serve	Announced: on 1/17/11	<p>10,000 residents will make the pledge</p> <p>Organizations report an increase in service hours logged by volunteers</p> <p>Organizations report an increase in new volunteer recruits</p>	Increased community commitment to service and sense of community pride	Office of the Mayor, Centennial Committee of 100

vice we will encourage individuals in our community to pledge 100 Minutes of Service to our community during our 100th birthday year. We will celebrate service and recognize volunteers at the Founders Day event on October 16, 2011.

2. Chula Vista Serves Website

A website will help residents find meaningful volunteer opportunities and get involved in our priority campaigns. The new website will:

- » Promote Chula Vista as a City of Service
- » Promote Service Campaigns and Strategies
- » Educate residents on the value of service
- » Educate residents regarding community needs
- » Educate residents on existing community efforts to meet those need
- » Assist residents in finding meaningful volunteer opportunities

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Chula Vista Serves Website	Need to increase volunteer engagement and ensure residents know where to go to access information about service opportunities	March 22, 2011	Increase in number of residents who know how to get access to information on volunteer opportunities Number of unique visitors to the web-site	Increased community commitment to service and sense of community pride	Office of the Mayor, City of Chula Vista, Volunteer San Diego



3. Love Your Block

As part of the Centennial Year of Service, one new way that residents can serve is through “Love Your Block”. Since residents know their needs best, Love Your Block is a service strategy in which community members are engaged in revitalizing their neighborhoods one block at a time by working together. Block neighbors plan and create their own projects. Through a simple proposal process, mini grants will be made available to neighborhood groups so they can purchase needed supplies to do a variety of activities to improve their block, which can include vacant lot clean-up, litter removal, graffiti removal, tree planting, and community garden development – or almost anything the groups can think of to help improve their neighborhood. Wherever possible, there will be coordination with the City’s Public Works department to support and supplement these efforts. Specific outreach will also be made to Neighborhood Watch groups, since they are already organized. The mini-grants are available due to the generosity of The Home Depot Foundation. *Chula Vista is grateful to The Home Depot Foundation for its investment in Love Your Block and its national commitment to vibrant and sustainable communities.*

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Love Your Block	Need to build community and promote opportunities to work collaboratively	June 2011	<div>A minimum of 20 Neighborhood Groups will work together to plan and implement projects on their blocks</div> <ul style="list-style-type: none">• Metrics will include:• Number of blocks revitalized• # of new neighborhood associations created• Square feet of graffiti removed• Pounds of litter collected	Increased neighborhood revitalization and sense of community pride, as shown by pre-and post-surveys of block residents	City of Chula Vista Mayor’s Office, Public Works Department, Redevelopment Department, Neighborhood Watch, and The Home Depot Foundation

4. CV LIVE

It is not enough to encourage residents to volunteer if organizations that engage volunteers do not have the capacity or resources to do so effectively. Chula Vista Leaders in Volunteer Engagement (CVLIVE) is a strategy to address this concern. Through CVLIVE, we will build capacity to effectively engage volunteers and develop best practices by providing networking and training for those who lead volunteers in a variety of organizations.

Creating a “Chula Vista Leaders in Volunteer Engagement” group provides a venue for training and collaboration. This group will be composed of volunteer coordinators/directors (paid and unpaid) from local service providers, nonprofits, schools, faith groups, service clubs, and other community groups that engage volunteers. In addition, the City’s staff members that engage volunteers will be encouraged to participate to increase the City’s own capacity.

As part of the Centennial Year of Service, CVLIVE will be launched and organizations will be encouraged to join the group, attend meetings, participate in networking opportunities and training workshops, and create service projects to support the Centennial Year of Service. It is anticipated that the participants will identify a variety of ways to collaborate and leverage resources, with the goal of fostering effective volunteer engagement.

Table on following page>>

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
CV LIVE	A need to increase capacity to effectively engage volunteers in meaningful ways	April 2011	<p>Development of a membership group that offers opportunities for training and sharing of best practices in volunteer engagement</p> <p># of individuals/organizations who join Chula Vista Leaders in Volunteer Engagement</p> <p># of participants in Volunteer Management Training workshops and networking meetings</p> <p>Attendee's increased knowledge of how to effectively engage volunteers</p> <p>% increase in number of volunteer opportunities offered to the community via Centennial Year of Service and Volunteer San Diego's website.</p>	Increased number of individuals who are more knowledgeable about how to effectively lead volunteers and more organizations with increased commitment to do so	City of Chula Vista Mayor's Office, Chula Vista Community Collaborative, Volunteer San Diego



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Bonita Learning Academy
CaliforniaVolunteers
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Chula Vista Charitable Foundation
Chula Vista Community Collaborative
Chula Vista Elementary School District
Chula Vista Family Health Center
Chula Vista Friends of Parks & Recreation
Chula Vista Kiwanis
Chula Vista Public Library Foundation
Chula Vista Sunrise Rotary
Chula Vista Rotary
Citizen's Adversity Support Team (CAST)
County of San Diego Health & Human Services Agency
Crossroads II
Eastlake Rotary
Junior Achievement of San Diego & Imperial Counties
Kiwanis of Bonita
MAAC Project

Metro United Methodist Urban Ministry
Northwest Civic Association of Chula Vista
Pacific Southwest Association of Realtors
Reality Changers
San Diego Council on Literacy
San Diego County Office of Education
San Diego Grantmakers
San Diego Youth Services
San Diego Workforce Partnership
San Ysidro Health Center
Scripps Health
Sharp Health Care
St. Mark's Lutheran Church
South Bay Community Services
South Bay Family YMCA
Southwest Chula Vista Civic Association
Southwestern Community College
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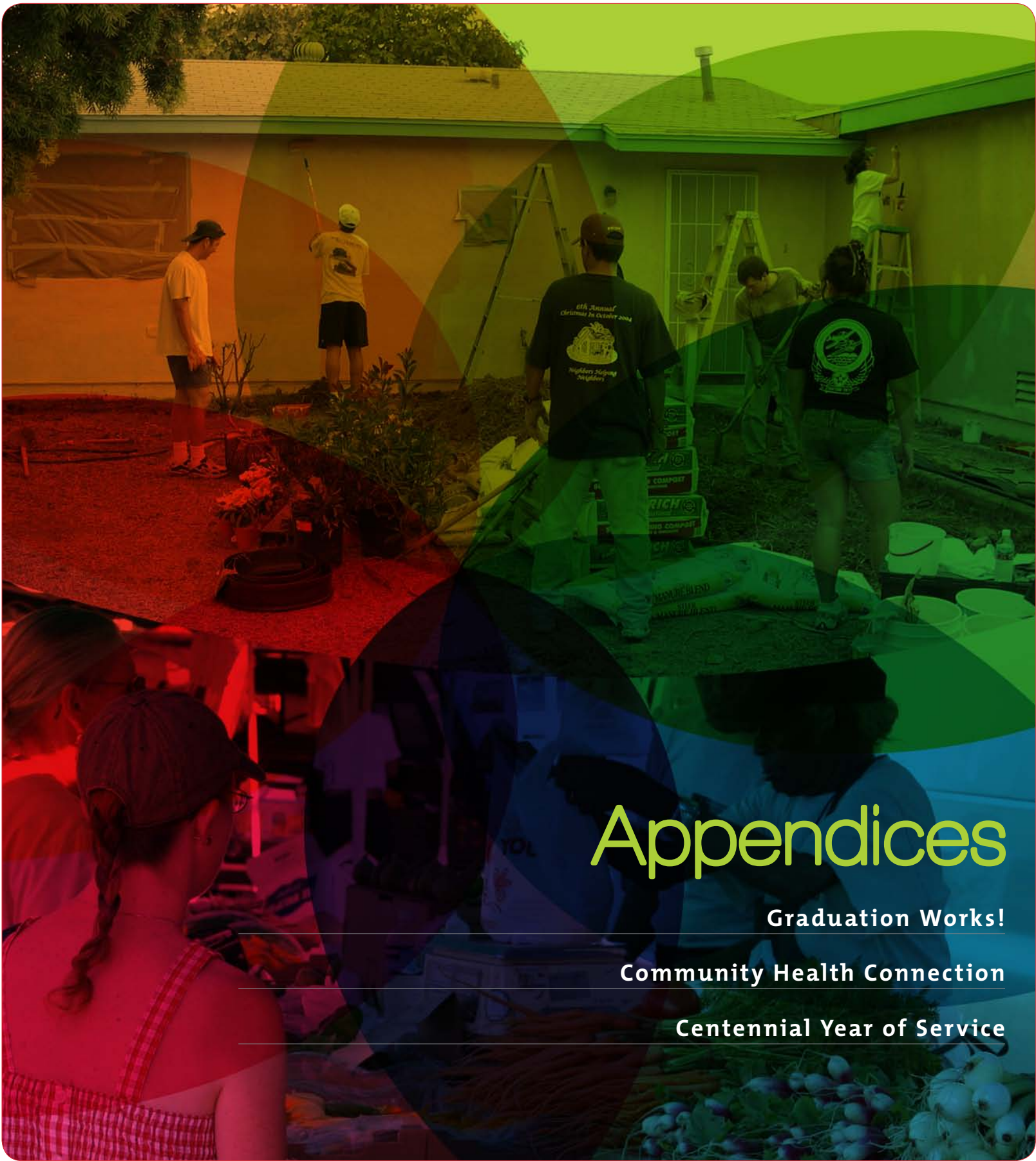
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Appendices

Graduation Works!

Community Health Connection

Centennial Year of Service

Appendix A

Graduation Works!

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Graduation Coaches	Need for increased parent/caring adult involvement in the lives of students to encourage them to graduate	May 2011	5,000 Trained Coaches helping at least as many students to graduate	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	Office of the Mayor; Volunteer Leadership; Business Partners; Various Host Groups

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Classroom Opportunities	Need for students to link learning to future work opportunities so they will be motivated to graduate	April 2011	Pre and post surveys of students will show an increased commitment to graduate. 500 students will experience the curriculum	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	Junior Achievement; Various businesses

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Mentoring Opportunities	Need to decrease risk behaviors that lead to dropping out of school	April 2011	200 new mentors recruited; Reduction in waiting lists by 50%; and 100% increase in number of students with mentors who have a graduation plan	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	Metro United Methodist Urban Ministry; Big Brothers, Big Sisters; South Bay Community Services, YMCA

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Graduation Dialogue	There is a need for collaborative leadership to ensure educational success	Spring 2011	<p>Agreement by attendees regarding the issues and appropriate next action steps</p> <p>New strategies developed and implemented through a commitment by participants to lead and assist as appropriate and able</p>	Ultimate impact: Chula Vista will have the highest graduation retention rate among like cities in the State of California	West Ed; Office of the Mayor; Leaders in business, government and education

Appendix B

Community Health Connection

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Community Volunteer Corps	High chronic disease rates and obesity rates among Chula Vista population	<p>Planning:</p> <p>March 2011</p> <p>Implementation:</p> <p>January 2012</p>	<p>1st Step: Successful planning process resulting in the receipt of an AmeriCorps Operational Grant to create a volunteer health campaign, promoting healthy eating and physical activity</p> <p>2nd Step: Volunteers engaged in activities that increase physical activity levels and educate residents on healthy eating habits</p>	Ultimate impact - Reduction in deaths from preventable chronic diseases and lower obesity levels	Friends of Chula Vista Parks & Recreation; California Volunteers; Various City Departments and Health & Human Service Providers

Appendix C

Centennial Year of Service

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
100 Minutes of Service	Increase volunteer engagement and willingness to serve	Announced: on 1/17/11	<p>10,000 residents will make the pledge</p> <p>Organizations report an increase in service hours logged by volunteers</p> <p>Organizations report an increase in new volunteer recruits</p>	Increased community commitment to service and sense of community pride	Office of the Mayor, Centennial Committee of 100

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Chula Vista Serves Website	Need to increase volunteer engagement and ensure residents know where to go to access information about service opportunities	March 22, 2011	<p>Increase in number of residents who know how to get access to information on volunteer opportunities</p> <p>Number of unique visitors to the website</p>	Increased community commitment to service and sense of community pride	Office of the Mayor, City of Chula Vista, Volunteer San Diego

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
Love Your Block	Need to build community and promote opportunities to work collaboratively	June 2011	<p>A minimum of 20 Neighborhood Groups will work together to plan and implement projects on their blocks</p> <ul style="list-style-type: none"> • Metrics will include: • Number of blocks revitalized • # of new neighborhood associations created • Square feet of graffiti removed • Pounds of litter collected 	Increased neighborhood revitalization and sense of community pride, as shown by pre-and post-surveys of block residents	City of Chula Vista Mayor's Office, Public Works Department, Redevelopment Department, Neighborhood Watch, and The Home Depot Foundation

Service Strategy	Challenge	Launch Date	Progress Measures	Impact Goal	Partners
CV LIVE	A need to increase capacity to effectively engage volunteers in meaningful ways	April 2011	<p>Development of a membership group that offers opportunities for training and sharing of best practices in volunteer engagement</p> <p># of individuals/organizations who join Chula Vista Leaders in Volunteer Engagement</p> <p># of participants in Volunteer Management Training workshops and networking meetings</p> <p>Attendee's increased knowledge of how to effectively engage volunteers</p> <p>% increase in number of volunteer opportunities offered to the community via Centennial Year of Service and Volunteer San Diego's website.</p>	Increased number of individuals who are more knowledgeable about how to effectively lead volunteers and more organizations with increased commitment to do so	City of Chula Vista Mayor's Office, Chula Vista Community Collaborative, Volunteer San Diego



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